

21 December 1982

WORKING GROUP FOR STRATEGIC PLANNING

MINUTES

Meeting of 1 December 1982

1. The first meeting of the Working Group for Strategic Planning was held on 1 December 1982, [redacted] 25X1
[redacted] opened the meeting with introductory remarks on the success that the Intelligence Community has enjoyed with the 1985 Intelligence Capabilities Study, particularly in the role that the study played in development of the DCI's Goals and Objectives statement and in the FY-84 budget guidance. He emphasized the importance of the 1985 Capabilities Study by pointing out that the addition of some [redacted] new people into the Community work force could be attributed to recommendations made by the study working group. [redacted] 25X1
2. The Chairman of the Working Group, [redacted] spoke next on the subject of the Executive Steering Group meeting of 23 November, noting that a copy of the agenda and issue papers presented at the Executive Steering Group meeting were available for members of the Working Group. [redacted] outlined the general approach that would be taken in updating the 1985 Intelligence Capabilities Study. He identified the following major excursions from the original effort as follows: 25X1
- o The Working Group would not duplicate last year's total effort; changes to the basic challenges and improvements, programmed and additive, would be by exception. 25X1

Specific tasks to be accomplished by the Working Group are as follows:

- o The Intelligence producers Council (IPC) has been tasked with reviewing and prioritizing the ten substantive challenges for the Working Group; Working Group members are invited to review the IPC list, coordinate within their respective organizations, and be prepared to comment on the proposed ranking order at the next meeting.
- o The Working Group as a body will determine the relative ranking of the three non-substantive challenges.
- o The Working Group will review the overall health of the Community's throughput process. OPBC will present an initial assessment based on the recent budget review. Two time frames will be considered, now and at that time when significant additional capability will become operational. Members may provide separate inputs to OPBC if



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desired, and will review and comment on the OPBC presentation prior to presentation to the ESG and NFIB. []

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3. The opening presentation was followed by questions concerning the nature of the OPBC presentation and relationship of the Capabilities Study to the DCI's Goals and Objectives statement. The focus of concern was whether or not significant changes were anticipated in the forthcoming Goals and Objectives, (No major changes anticipated) and even whether or not they would be coordinated throughout the Community. Dick Mosier, the representative from DUSD(P) questioned the relationship of the Goals and Objectives statement to the planning under way by COMIREX and the SIGINT Committee, and urged consistency in the Community planning process. He was assured that both Committees were fully involved in the updating process. Mr. Mosier asked for a definition of ties among the Capabilities Study, the Goals and Objectives statement and the DCI's fiscal guidance. The Chairman advised that such a definition would be addressed at a future meeting of the Working Group. []

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4. Questions were raised by several members of the Working Group as to the extent to which the NFIP actually adheres to the DCI's Goals and Objectives statement and the Program and Budget Guidance, and who in the Community is responsible for monitoring the programs, their performance and how closely they follow Community planning recommendations. The Chairman responded that we, the Community, lack a formal measurement process for deriving this information, and that no one has volunteered to accomplish the task. He added that we get reactions from the NFIB, from the NFIC, and from the Congress, but that we lack an institutional mechanism to systematically perform this task. [] DIA, commented that the same problem existed within DIA and that it proved very troublesome. The Chairman commented that despite these deficiencies the system works quite well, noting that the guidance is generally a broad approach to the subject rather than precise directions. He added that the a major thrust of our effort was to determine how well the Community is doing, and that this type of information was needed by the National Security Advisor and the National Security Council.

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5. [] noted an apparent lack of quantitative relationship between needs and what is collected. Dick Mosier responded that while a variety of ad hoc groups were trying to solve this problem in a piecemeal fashion, the Office of Planning was trying to develop a more organized, structured approach. [] also noted that the members of the Planning Working Group should be looking beyond 1990, well out beyond the budget and programming five year period, to consider how to translate the role of the Working Group from preparing a unconstrained budget wish list to actually accomplishing long-range planning within predictable resource limitations. He stressed that the entire group must gain a better understanding of the individual and group roles in the long-range planning effort. []

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6. The proposed prioritization of the ten substantive challenges was presented to the Working Group by [] the IPC representative. The legitimacy of the IPC as an Intelligence Community authority for the prioritization of the substantive challenges was questioned by the DUSD(P) representative, Dick Mosier. The concerns of Gen. Richard Stilwell, DUSD(P), about the breadth of the IPC were voiced. Mr. Mosier questioned who had participated in the IPC's efforts, and was advised that the priorities presented were drafted by the IPC staff and coordinated with CIA, NSA and

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State/INR; DIA had not responded by the date of the meeting. Mr. Mosier again pointed out that a major part of the Intelligence Community--the military--had not participated in the process. The Chairman noted that this issue had surfaced at the ESG meeting and was under discussion by the DDCI and the DUSD(P). He then invited [] to provide the Working Group members with a brief description and history of the IPC and its evolving role within the Intelligence Community. Following this presentation, the discussion moved on to consider the list of challenges and the priorities. [] noted that the IPC had refocused one of the challenges from a comprehensive data base issue to a look at the Third World including analysis as well as collection. []

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7. Questions were raised about the many issues which were not included in the original study. The DIA representative pointed out Defense's need to provide tactical support to military commanders and the priority need by the Department of Defense for tactical (war-fighting) intelligence. []

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23 December 1982

MEMORANDUM FOR: Working Group for Strategic Planning

FROM: [redacted] Chairman

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SUBJECT: Minutes of 9 December Meeting

1. The second meeting of the Working Group for Strategic Planning was held on 9 December at the [redacted]. The purpose of the meeting was to hear a presentation on the relationship of the 1985 Intelligence Capabilities Study to the DCI's Goals and Objectives and Program and Budget Guidance, to review the IPC's prioritization of challenges and to prioritize the three non-substantive challenges. A list of attendees is attached. [redacted]

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2. The Chairman opened the meeting with an apology to the Working Group, noting that the subject of the relationship of the 1985 Intelligence Capabilities Study to the DCI's Goals and Objectives, COMIREX and SIGINT Committee Guidance and to Program and Budget Guidance proved to be a more complex issue than originally thought. He said that a briefing on the subject was being prepared and would be presented at a future meeting. [redacted]

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3. Considerable discussion again took place concerning the role of the IPC in prioritizing the ten substantive intelligence issues identified in the 1985 Capabilities Study. Both the DIA and DUSD(P) representatives questioned the origin of the IPC initiative in this regard. They were advised by the Chairman that this issue was raised at the Executive Steering group meeting of 23 November, and that the DDCI, John McMahon, had designated the IPC as the leader in this role. He also noted that the DUSD(P) representative, General Stilwell, had not fully concurred in this decision, but as previously noted the subject was under active consideration by the DDCI. The DIA representative continued to question the ability of the IPC to adequately represent the Intelligence Community, both from an organizational and a staffing standpoint. The Chairman noted that the IPC was expected to alert the DCI to major intelligence gaps. This was followed by a discussion in which DIA concerns were aired about the narrow scope of the IPC, and their inability to adequately cover all issues. The Chairman responded that this was an institutional issue, that the IPC would be used where possible, but that other ad hoc groups would continue to play a role in this regard. He stressed that he was interested in Community-wide issues, and that specific Program issues would continue to be the responsibility of the individual Program Managers. He further added that this Working Group was to be concerned with long-range planning issues, and that mechanisms existed to work the shorter range problems. The DIA representative questioned whether the challenges were to continue to be broad, or to be more narrowly focused. The

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Chairman responded that he wanted to keep the issues as broad as possible in order to leave the Program Managers as much flexibility as possible. The question of how to dispose of specific issues was also discussed in general terms. []

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4. The matter of the priority listing prepared by the IPC was addressed. The value of the IPC list was again questioned by the DIA representative, noting that it lacked a DIA input. The discussion turned to the value of prioritization, and the effect that such prioritization would have on the programmatic process. The DIA representative also questioned the route that a final report would take, and how it would be used; the role or lack thereof NFIB/NFIC participation was noted. The Chairman noted the long standing plan to have the NFIP review the report and then inquired whether any of the members had any changes or additions to the basic list of challenges. The IPC member circulated a list of recommended rewrites for five of the challenges. The DIA representative questioned the number of challenges that were to be considered, how often they would change and how frequently the list would be reviewed. The definition of challenge 6, Comprehensive Data Base, and the IPC's recasting of the challenge as a Third World issue was raised along with a question as to the value of including individual regional issues (such as the Caribbean Basin). The Chairman explained that the Caribbean Basin was a specific issue considered separately by the Executive Steering Group and assigned to the Director, Intelligence Community Staff for resolution. He further added that most regional issues would be subsumed under one or another of the ten substantive challenges. []

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5. The DIA representative questioned the need to update the 1985 Capabilities Study, noting that the document served a specific marketing purpose. He was joined by the CIA representative who agreed that an assessment of Community progress was really needed. The Chairman stated that the Director, Office of Program and Budget Coordination was preparing in assessment of how the Community had addressed the additive improvement in the current budget as a part of the presentation discussed earlier. He also noted that the world situation was relatively static, and that a detailed review of the challenges would not be necessary on an annual basis but that the Community should be alert to emerging issues within those challenges on a continuing basis. []

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8. The IPC member noted that there was a need for the Working Group members to go back to their respective offices and study the entire Community planning process to gain a better understanding of what the Working Group was trying to achieve. The Chairman added that it would be beneficial for the Working Group, as a whole, to understand the approaches some relatively new, taken by the various Program Managers to long-range planning. He commented on the changing NSA approach to the problem brought out in a recent briefing, and asked for similar presentations to be given to the Working Group at their next meeting. Following discussion by the group on the modality of such presentations, it was agreed that NSA, Air Force, and the ICS' SIGINT and COMIREX Committees would brief on their long-range planning efforts with regard to the CCP and NRP at the next scheduled meeting. CIA and Defense were asked to prepare similar briefings for the meeting following the CCP/NRP presentations.

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9. The meeting concluded in the Christmas Spirit with all holding hands and singing "We shall overcome."

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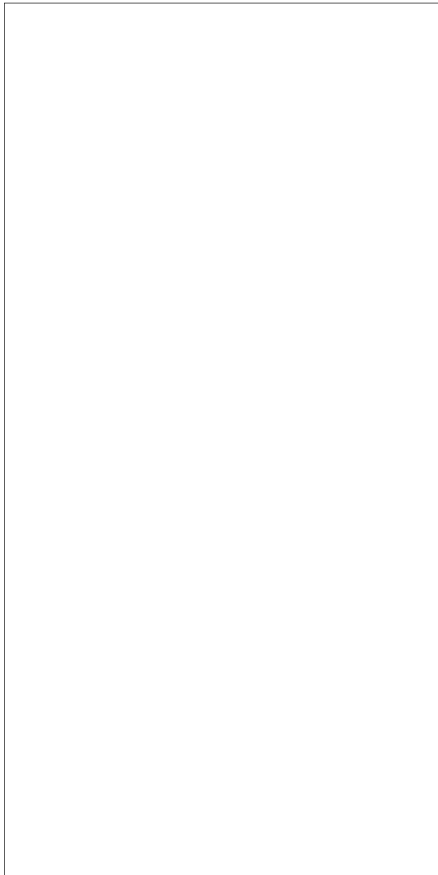
Attachment:
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Working Group for Strategic Planning

9 December 1982 Meeting

List of Attendees



NSA

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Navy/ONI

IPC

ICS/COMIREX

CIA

DUSD(P)

SAFSS



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DIA

State/INR

Commerce

Energy

Treasury

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